

## AFTB NetTrainer Resources

### Profile of the Army

## Section I

### Introduction

#### THE ARMY AND THE CONSTITUTION

The Constitution of the United States designates specific responsibilities to the President and Congress concerning the armed forces.

##### **Article 1, Section 8**

"The Congress shall have the power to ... provide for the common defense; to declare war ... to raise and support armies ... to make rules for the government and regulation of the land and naval forces."

##### **Article 11, Section 2**

"The President shall be the Commander-in-chief of the Army and Navy of the United States; and of the militia of the several states, when called into the actual service of the United States."

#### THE UNITED STATES ARMY

The Army has served the nation for 222 years. The Army is the oldest of the armed forces and is, in fact, older than the United States. On June 14, 1775, the Second Continental Congress authorized the enlistment of companies of riflemen in Maryland, Pennsylvania and Virginia. The Continental Congress also set pay scales and adopted articles of war to govern the new Continental Army. On June 15, George Washington was appointed commander in chief. General Washington formally took command of the Continental Army on July 3, 1775, when he joined the forces at Long Island, New York.

Since those early beginnings, the Army has often been called upon to protect the nation's interests - in the War of 1812 ... the Mexican War ... the Civil War ... the Indian Wars ... the Spanish-American War ... the Mexican Punitive Expedition ... World War I ... World War II ... the Korean War ... the Vietnam War ... Grenada ... Panama ... the Gulf War ... Somalia ... Haiti ... and most recently as part of the NATO operation in Bosnia.

Since the end of World War II, the Army has been a forward-deployed force, focused primarily on the defense of Western Europe. However, America's Army of the future is a force-projection Army, capable of rapidly deploying a variety of forces to all corners of the globe. It is a total Army, consisting of Army National Guard, Army Reserve and regular forces, as well as civilian employees.

Victory in the Cold War was achieved because for 45 years many thousands of American soldiers, sailors, airmen and marines stood shoulder-to-shoulder with their compatriots from other free-world armed forces on the ramparts of freedom. More than three million U.S. soldiers have served in Europe since the end of World War II, visible symbols of the American people's determination to defend freedom. These four decades of vigilance led to the fall of the Berlin Wall, the collapse of the Warsaw Pact, and victory in the Cold War.

America's Army of the 1990s and into the 21st century will be significantly different from the Cold War Army. It will be a smaller, contingency-oriented, power-projection Army. It must be organized, trained and equipped to provide forces for employment by joint commanders in support of our national objectives and interests.

Combat operations will almost always be joint operations with the other services and may be part of multinational operations. The Army may also be called upon to operate in either combat or noncombat operations under the auspices of the United Nations.

The fundamental mission of the Army remains the same: to deter war and, failing that, to fight and win wars quickly and with minimum casualties

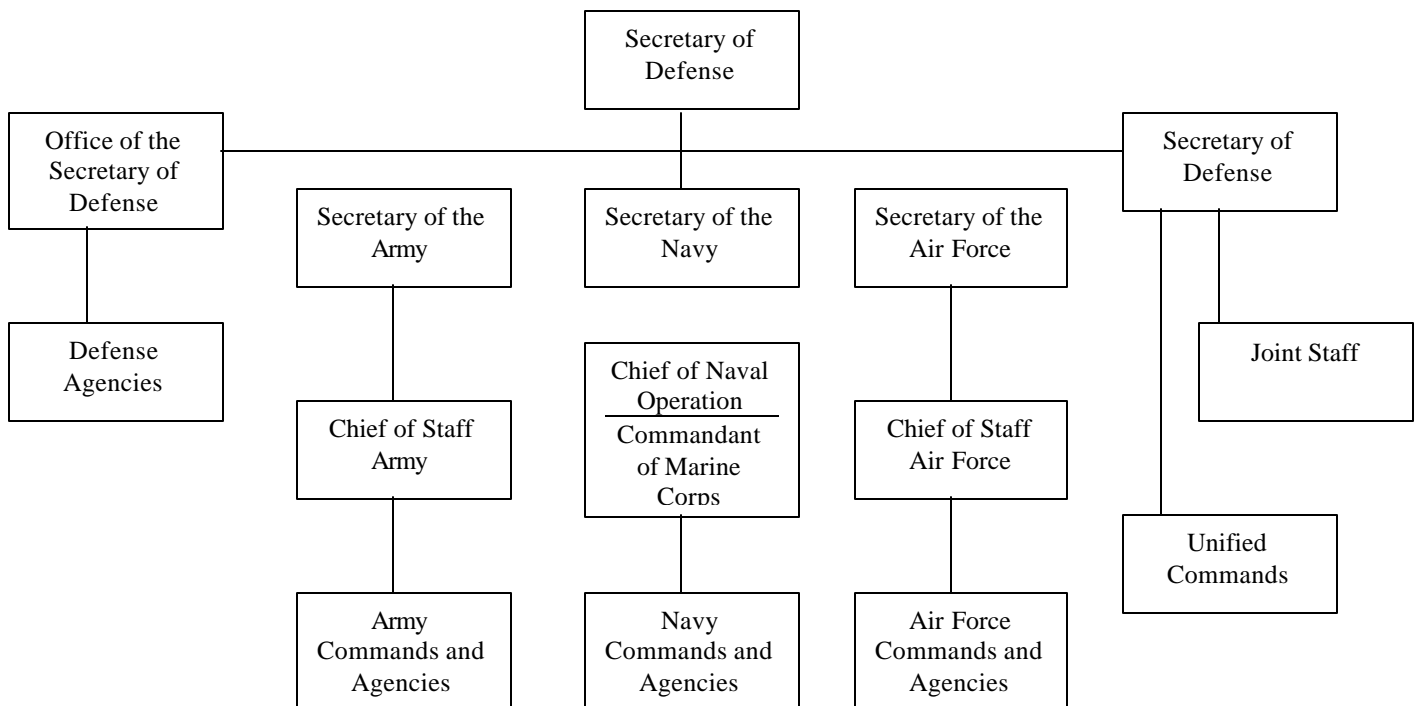
# SECTION 11

## NATIONAL SECURITY STRUCTURE

### THE DEPARTMENT OF DEFENSE

The Department of Defense was established as an executive department of the United States by the National Security Act of 1947 (50 U.S.C.401).

The major elements within the Department of Defense are: the Office of the Secretary of Defense, the Joint Chiefs of Staff, the three military departments, the unified combatant commands and such other agencies as the Secretary establishes to meet specific requirements.

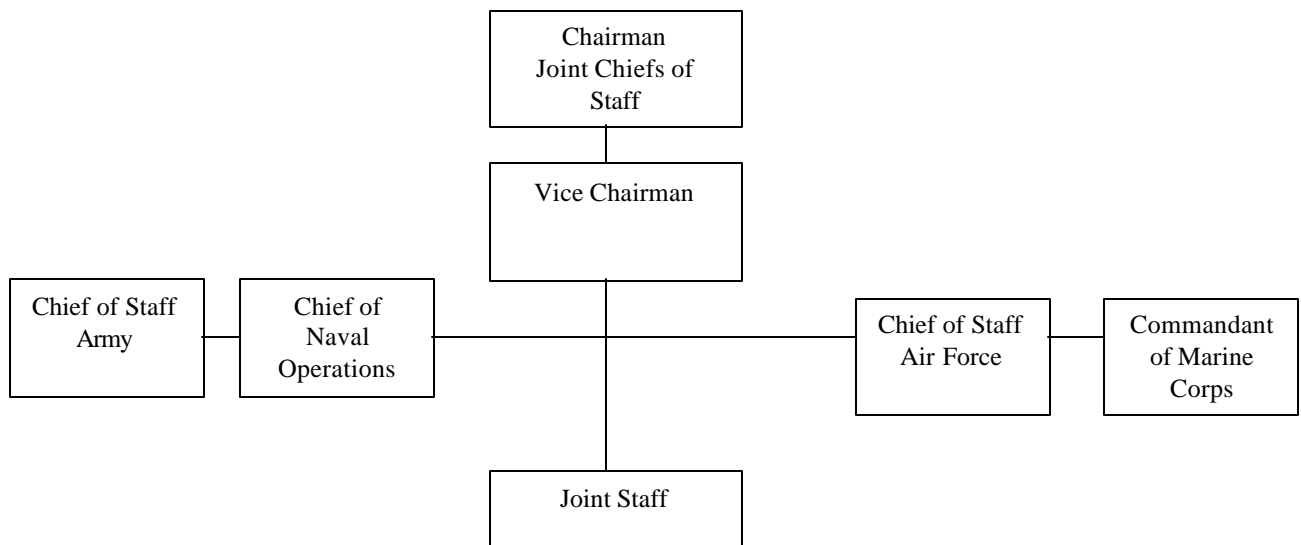


## THE SECRETARY OF DEFENSE

"The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense, and, subject to the direction of the President and the provisions of the statute ... has direction, authority, and control over the Department of Defense." (Section 113, Title 10 U.S.C.)

## THE JOINT CHIEFS OF STAFF

The Joint Chiefs of Staff (JCS) consist of the Chairman (who outranks all other officers of the armed forces while holding office); the **Vice** Chairman; the Chief of Staff of the Army; the Chief of Naval Operations; the Chief of Staff of the Air Force; and the Commandant of the Marine Corps. The Chairman is appointed by the President, with the advice and consent of the Senate, for a term of two years. He may be reappointed for two additional terms. By law, the Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council, and the Secretary of Defense. The Vice Chairman is appointed under the same conditions as the Chairman. He acts for the Chairman in his absence. The Chairman and Vice Chairman may not be members of the same service.



The Chairman of the Joint Chiefs of Staff, subject to the authority and direction of the President and the Secretary of Defense, is assigned (among others) the functions of.

- providing for strategic direction of the armed forces and preparing strategic plans;
- performing net assessments of the capabilities of the armed forces;
- advising on priorities of requirements, program recommendations and budget proposals;
- developing doctrine for joint employment and formulating policies for coordinating military education and training;
- advising and assisting the President and the Secretary of Defense on the establishment of combatant commands.

## UNIFIED COMBATANT COMMANDS

The armed forces of the United States are organized for the performance of military missions into combat commands made up of forces from the various military departments under the operational command of unified commanders in chief.

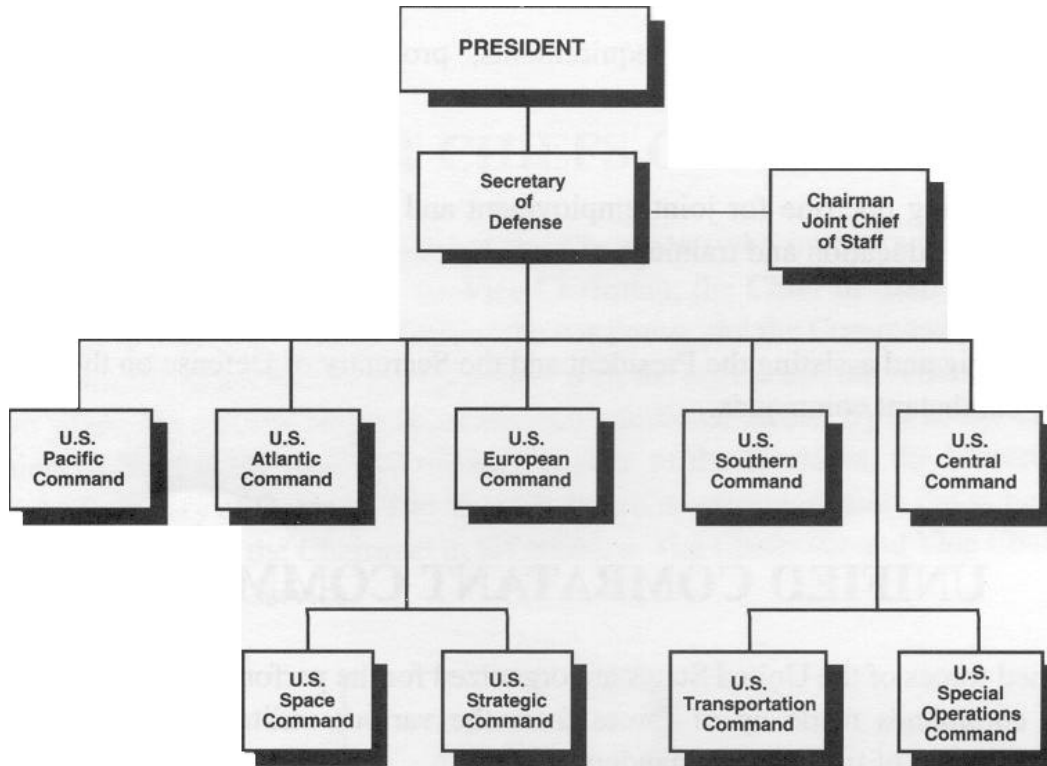
A unified combatant command is a command assigned a broad and continuing mission under a single commander and normally composed of significant components of two or more services. Unified commanders have full operational control of all forces assigned.

Unified commands provide for the integrated effectiveness of U.S. military forces in combat operations and for the projection of U.S. military power in support of U.S. national policies. They are established by the President through the Secretary of Defense with the advice and assistance of the Chairman, Joint Chiefs of Staff.

The Unified Command Plan assigns missions, responsibilities and force structure to unified commanders and also delineates geographic areas of responsibility. In 1996, geographical boundaries between Pacific Command and Central Command were changed to assign responsibility for the Arabian Sea and part of the Indian Ocean to Central Command. Southern Command acquired from Atlantic Command responsibility for the waters off the coast of Central and South America. By June 1997, Atlantic Command will have transferred to Southern Command responsibility for the Caribbean Sea and the Gulf of Mexico.

## NATIONAL COMMAND STRUCTURE

The commanders of unified commands are responsible to the President and the Secretary of Defense. Hence, the chain of command runs from the President to the Secretary of Defense to these commanders. The Chairman, Joint Chiefs of Staff may issue orders to these commanders by authority and direction of the Secretary of Defense.



The role of the Chairman of the Joint Chiefs of Staff in the chain of command from the National Command Authorities to the commanders of the combatant commands involves the following:

- communications between the National Command Authorities and the combatant commanders. With this communications responsibility come the myriad duties associated with assisting the President and Secretary of Defense in the direction and control of the combatant commanders: strategic direction, strategic planning, contingency planning and preparedness;
- oversight of the activities of combatant commands in matters dealing with the statutory responsibility of the Secretary of Defense. This includes recommending changes in assignment of functions, roles and missions to achieve maximum effectiveness of the armed forces;
- serving as the spokesman for the combatant commanders, to include providing summaries and analyses of military requirements, programs and budgets.

## THE MILITARY DEPARTMENTS

The military departments (Army, Navy and Air Force) were retained by law after the establishment of the Department of Defense. Each military department operates under its civilian Secretary who, in turn, is responsible to the Secretary of Defense.

Once the force structures of the various unified commands have been determined, each military department is responsible for furnishing its allotted portion, and remains responsible for the administration and logistics of these forces. The responsibility for support of forces assigned to combatant commands is vested in one or more of the military departments, as directed by the Secretary of Defense.

## FUNCTIONS OF THE MILITARY DEPARTMENTS

The major functions of the military departments, under their respective Secretaries, are to:

- prepare forces and establish reserves of manpower, equipment and supplies for the effective prosecution of war and military operations short of war, and plan for the expansion of peacetime components to meet the needs of war;
- maintain in readiness mobile reserve forces, properly organized, trained and equipped for employment in emergency;
- recruit, organize, train and equip interoperable forces for assignment to unified combatant commands;
- prepare and submit budgets for their respective departments;
- develop, garrison, supply, equip and maintain bases and other installations, furnishing administrative and logistic support for all forces and bases; and
- assist one another in the accomplishment of their respective functions.

## Section III

# The Department Of The Army



### PURPOSE AND COMPOSITION OF THE ARMY

"It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of

- preserving the peace and security, and providing for the defense of the United States, the Territories, Commonwealths, and possessions, and any areas occupied by the United States;
- supporting the national policies;
- implementing the national objectives; and
- overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

"In general, **the** Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war, except as otherwise assigned and, in accordance with integrated mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.

"The Army consists of

- the Regular Army, the Army National Guard of the United States, the Army National Guard, while in the service of the United States, and the Army Reserve; and
- all persons appointed or enlisted in, or conscripted into, the Army without component."  
(Section 3062, Title 10 U.S.C.)



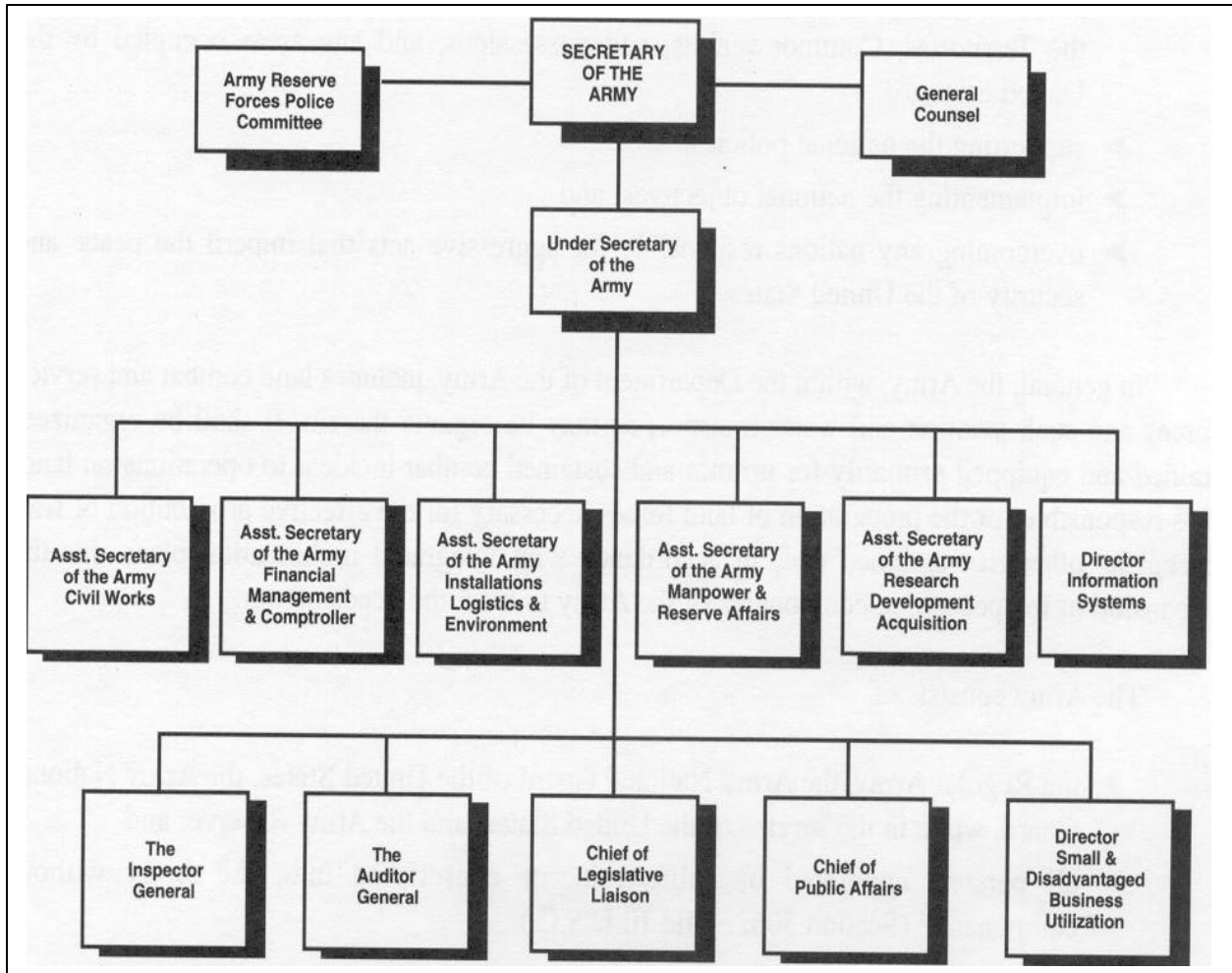
## THE SECRETARY OF THE ARMY

"The Department of the Army is separately organized under the Secretary of the Army. it operates under the authority, direction, and control of the Secretary of Defense. The Secretary of the Army is the head of the Department of the Army." (Sections 3011 and 3013, Title 10 U.S.C.)

The Secretary of the Army is responsible for and has the necessary authority to conduct all affairs of the Department of the Army, including recruiting, organizing, supplying, equipping, training and mobilizing.

## THE ARMY SECRETARIAT

Certain functions are assigned exclusively to the Office of the Secretary of the Army, which has "sole responsibility within the Office of the Secretary and the Army Staff." The Army Secretariat is organized to carry out these functions and is structured as follows:

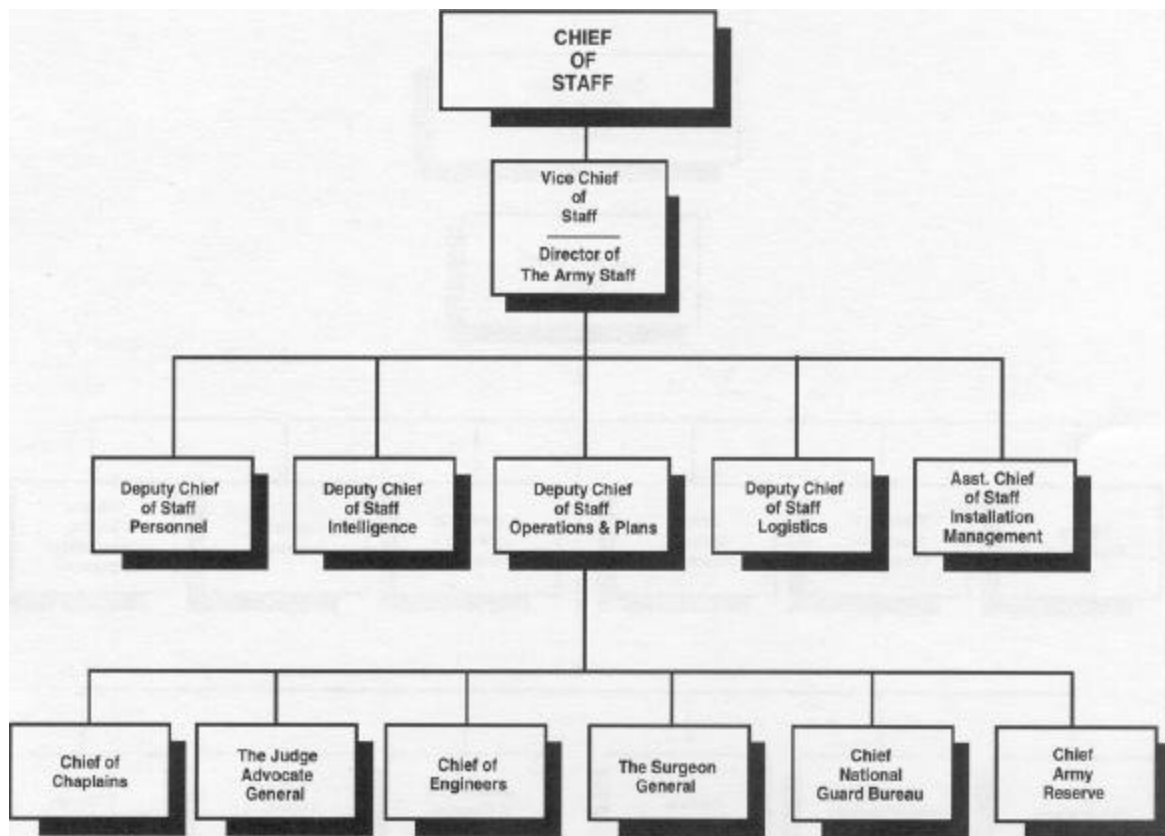


## THE ARMY STAFF

The Army Staff is headed by the Chief of Staff of the Army, who is appointed by the President for a period of four years. In time of war or other national emergency, he may be reappointed for an additional four years. Subject to the authority, direction, and control of the Secretary of the Army, the Chief of Staff shall:

- transmit and provide advice on the plans and recommendations of the Army Staff to the Secretary;
- act as the agent of the Secretary in the execution of approved plans and recommendations;
- exercise supervision over members and organizations of the Army as directed by the Secretary; and
- perform the duties prescribed as a member of the Joint Chiefs of Staff.

The Army staff is organized as follows:



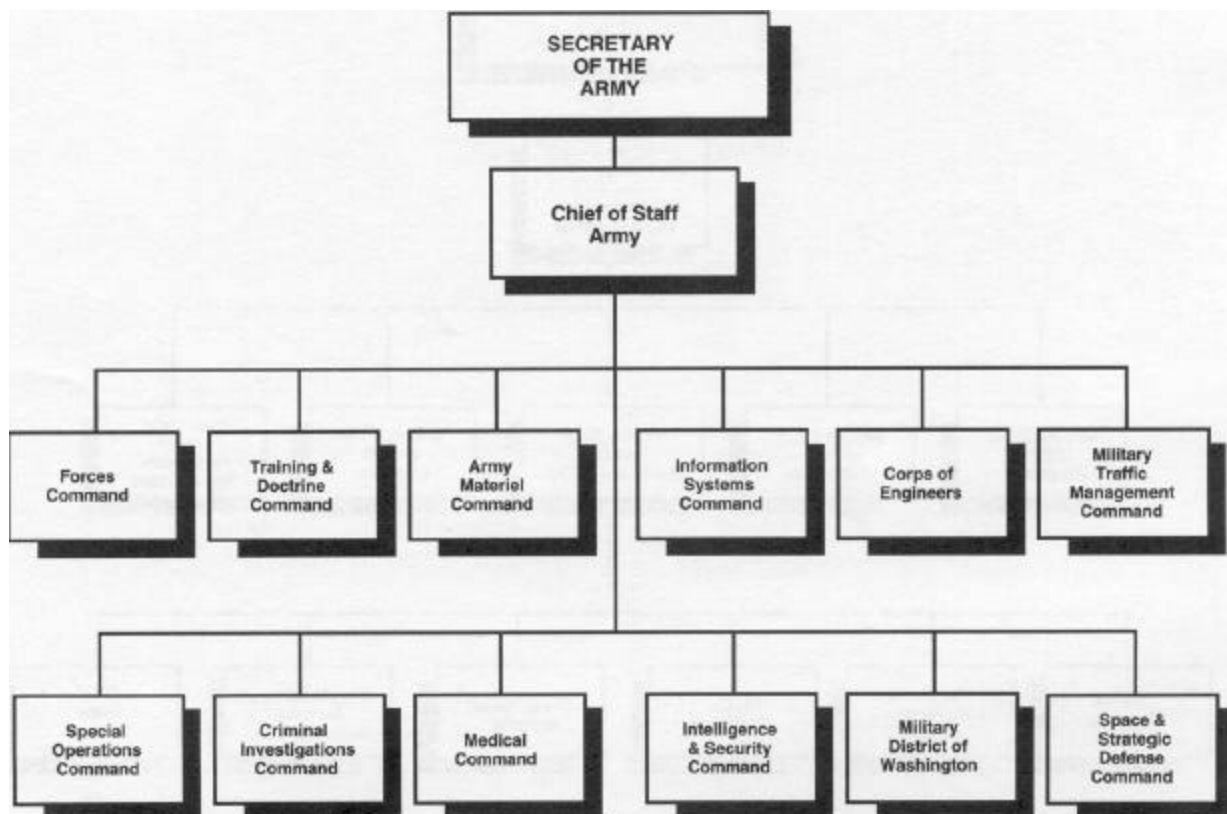
## ARMY ORGANIZATION

The Army is generally organized into combat, combat support and combat service support units. The combat organization of the Army includes corps headquarters, divisions, separate brigades/regiments, artillery, air defense and aviation brigades, and special forces groups. A variety of units provide logistical, engineer, chemical, civil affairs, intelligence, communications, medical, transportation, supply, maintenance and other types of support essential to the conduct of combat operations.

In addition to combat, support and service units, there is a supporting structure that performs a wide range of Army activities. This supporting structure, manned by both military and civilian personnel, provides the following functional services for the Army:

- command and control;
- training and military education;
- medical, transportation, supply and maintenance;
- recruiting;
- research and development;
- and engineering and base support.

## MAJOR COMMANDS IN THE UNITED STATES



## MAJOR ARMY COMMANDS OVERSEAS

Army overseas commands consist primarily of major forces assigned as the ground force components of United States unified commands. As such, the Army components are under the operational control of the commanders in chief of the unified commands, who in turn report to the Secretary of Defense.

The four major Army overseas commands and the unified commands to which they are assigned are:

United States Army, Europe – U.S. European Command

United States Army, Pacific - U.S. Pacific Command

Eighth United States Army – U.S. Forces Korea\*

United States Army, South – U.S. Southern Command

*\*subordinate unified command of U.S. Pacific Command*

Additionally, Army personnel are presently serving in other overseas locations: United Nations Command, NATO commands, Security Assistance organizations, defense attaché offices, and various other offices stemming from treaties and executive agreements with individual nations.

## THE ARMY

The Army is an integrated, cohesive organization of the active component (Regular Army), reserve components (Army National Guard and Army Reserve) and civilian employees of the Army.

- The Regular Army provides the forces to support forward presence and provides initial forces for rapid deployments worldwide.
- The Army National Guard and Army Reserve provide trained units and individuals for active duty in time of war or other emergency and provide reinforcements for contingency operations.

A significant part of the Army's support structure resides in the reserve components. In fact, the Army Reserve provides most of the critical combat service support units for the Army's contingency force package. This increased reliance on the Army National Guard and Army Reserve for early-deploying combat and support forces means that a presidential decision to federalize selected Army National Guard units and call Army Reserve units to active duty must be made early in the crisis development stage.

The activation of Army National Guard and Army Reserve units during the Gulf War is an excellent example of the importance of the reserve components to the Total Army.

Approximately 650 Army Reserve and 400 Army National Guard units and elements were activated for Operations Desert Shield and Desert Storm. Army Reservists and Army National Guardsmen have taken part in operations in Haiti and Somalia, and units have been deployed to Germany and Bosnia to support NATO operations in Bosnia. During 1995, a composite battalion made up of Army National Guardsmen and Army Reservists was deployed to the Sinai as part of the Multinational Observer Force. More than 24,000 Army National Guardsmen and 17,000 Army Reservists participated in training missions outside the United States during the past year.

<b>Active Army Divisions</b>	
1st Infantry Division (Mechanized)	Headquarters and two brigades in Germany, one brigade at Fort Riley, KS.
1st Armored Division	Headquarters and two brigades in Germany, one brigade at Fort Riley, KS.
1st Cavalry Division	Headquarters and three brigades at Fort Hood, TX.
2d Infantry Division	Headquarters and two brigades in Korea, one brigade at Fort Lewis, WA.
3d Infantry Division (Mechanized)	Headquarters and two brigades at Fort Stewart, GA, one brigade at Fort Benning, GA.
4th Infantry Division (Mechanized)	Headquarters and two brigades at Fort Hood, TX, one brigade at Fort Carson, CO.
10th Mountain Division (Light Infantry)	Headquarters and two brigades at Fort Drum, NY and the 1st Brigade, 6th Infantry Division (Light) at Fort Richardson, AK.
25th Infantry Division (Light)	Headquarters and two brigades at Schofield Barracks, HI, one brigade at Fort Lewis, WA.
82d Airborne Division	Headquarters and three brigades at Fort Bragg, NC.
101st Airborne Division (Air Assault)	Headquarters and three brigades at Fort Campbell, KY.

## THE TACTICAL ORGANIZATION OF THE ARMY

The Army today consists of four corps and 18 divisions. In the active Army there are ten divisions: two forward-deployed in Europe, one in Korea, one in Hawaii, and six in the continental United States (CONUS). The remaining eight are Army National Guard divisions.

The division is the Army's largest tactical organization that trains and fights as a combined arms team. It is a self-sustaining force capable of independent operations. The division is composed of varying numbers and types of combat, combat support and combat service support units. The mix and types of combat units determine whether a division is armored, mechanized, infantry, light infantry, airborne or air assault.

## THE RESERVE COMPONENTS

The reserve components (RC) include the Army National Guard and the Army Reserve. There are three reserve categories - the Ready Reserve, the Standby Reserve and the Retired Reserve.

- The Ready Reserve is comprised of the members of Army National Guard and Army Reserve units, Individual Mobilization Augmentees, Active Guard/Reservists, Individual Ready Reservists, and members of the Inactive Army National Guard. The total strength of the Ready Reserve at the end of FY 1996 was approximately 974,000 personnel.
- The Standby Reserve consists of individuals who have completed their active duty and reserve training requirements, or who are unable to maintain membership in units.
- The Retired Reserve is composed of individuals who have completed 20 years of qualifying service for retirement.

Members of Army National Guard and Army Reserve units are required to participate in 48 drills and two weeks of active duty training annually. Individual Mobilization Augmentees are assigned to wartime positions in units or headquarters. They perform two weeks of active duty training each year. The Individual Ready Reserve is made up of officers and enlisted soldiers with prior military service, who are completing their eight-year military service obligation, or who are not assigned to units. The majority of these personnel have no annual training requirement.

## THE ARMY NATIONAL GUARD



The Army National Guard traces its lineage to the militias that fought in the French and Indian Wars in the 1700s. Unlike any of the other reserve components, the Army National Guard has a dual state and federal mission. When not on active duty, Army National Guard units are under the command of their respective state governors.

The National Guard Bureau is both a staff and operating agency in the Department of Defense and is headed by the Chief, National Guard Bureau, who is appointed by the President for a four-year term. The Bureau serves as the link between the Departments of the Army and Air Force and the individual states. The Director of the Army National Guard is responsible for administering the resources for equipping and training Army National Guard units to perform in their federal role.

The Army National Guard provides combat and combat support unit reinforcements, as well as some combat service support, for the active Army. By the end of FY 1999, 80 percent of the Army's field artillery support will be provided by the Army National Guard. A program to provide a 90-day combat reinforcement capability has been initiated for selected Army National Guard brigades. The 15 reinforcing or "enhanced readiness" brigades will receive additional training support and priority in modernization equipment to enable them to reinforce deployed combat forces within 90 days.

## THE ARMY RESERVE



The Army Reserve was first formed in 1908. After World War 1, the National Defense Act of 1920 established the Organized Reserve Corps, which included both units and individuals. Many of the divisions activated during World War II belonged to the Organized Reserve Corps. During the Korean War, more than half of the reservists recalled to active duty were members of the Army Reserve.

The Chief of the Army Reserve is an advisor to the Army Chief of Staff and also the commander of the Army Reserve Command, which commands, controls and supports all Army Reserve units in the United States except psychological operations, civil affairs and special operations units.

The Army Reserve has completed a reorganization of its command and control structure to improve training and mobilization readiness. The regional Army Reserve Commands were replaced by Regional Support Commands, and Army Reserve institutional training and exercise divisions have been realigned to support U.S. Army Training and Doctrine Command's Total Army School System. The Army Reserve provides the bulk of combat service support units, as well as some combat support, for the Total Army.



## SPECIAL OPERATIONS FORCES

U.S. Army special operations forces (SOF) are an integral part of the Army's wide range of capabilities. They provide versatile military capabilities that are not only essential in the unconventional or terrorist arenas, but are also effective in performing special missions across a wide range of situations.

Special operations functions include:

- unconventional warfare;
- foreign internal defense;
- direct action;
- special reconnaissance;
- counterterrorism;
- psychological operations;
- civil affairs.

U.S. Army Special Operations Command is located at Fort Bragg, NC. It is under the control of the commander in chief (CINC) of the U.S. Special Operations Command, a unified command with headquarters at MacDill Air Force Base, FL.

The Army Special Operations Command consists of both active and reserve component forces. The major force elements are:

- 75th Ranger Regiment;
- 160th Special Operations Aviation Regiment;
- seven special forces groups, two of which are in the Army National Guard;
- Civil Affairs and Psychological Operations Command.

Budgeting and funding for special operations forces is unique in that operating funds are not contained in the Army budget. Funds are provided through the Department of Defense and the commander in chief of U.S. Special Operations Command under a separate major force program and are, therefore, independent of service cuts. Other requirements, including base operations, are still covered in the Army budget.

## **Section IV**

# **Army Missions And Functions**

### **MISSIONS**

The Army has three major missions to perform:

- Deterrence (and capability to fight and win if deterrence fails)
- Power Projection
- Operations Other Than War

In order to accomplish these missions, the Army must have the forces to maintain a forward presence in critical areas and to provide rapid response or reinforcement when necessary. The Army must be prepared to fight and win if deterrence fails and have the capability to rapidly expand the force in times of national emergency.

### **MAJOR FUNCTIONS**

The Army provides land forces necessary for the effective and sustained prosecution of war and operations other than war.

Some of the major functions of the Army are to:

- organize, train and equip forces for the conduct of prompt and sustained combat operations on land, to defeat enemy land forces and to seize, occupy, and defend land areas;
- provide forces for appropriate air and missile defense and space operations;
- develop airborne doctrine, procedures and equipment that are common to the Army and Marine Corps;
- provide Army forces for joint amphibious, airborne and space operations;
- provide forces for special operations; and
- provide forces for humanitarian assistance and disaster relief at home and abroad.

## PERSONNEL

Since 1989, the Army has reduced its active forces by 275,000; reduced the Army National Guard by 84,000; reduced the Army Reserve by 89,000; and reduced the civilian workforce by 135,000.

The Army must continue to recruit quality soldiers to maintain a well-trained and ready force. Quality personnel are essential to the high-technology skills needed by modern forces, and they are the nucleus for selecting and developing future Army leaders.

The goals that have been set for recruiting quality enlisted personnel require that no less than 95 percent of new soldiers must be high school graduates. Currently, the Army is meeting or exceeding this goal; however, achieving this in the future may be more difficult.

A key factor in maintaining a high-quality force is the development of qualified and motivated young officers. The Army primarily acquires officers from three sources-the United States Military Academy (USMA), the Reserve Officers Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the senior ROTC program, which is operated by U.S. Army ROTC Cadet Command with programs at 316 colleges and universities in the United States. In 1996, approximately 2,800 ROTC graduates, 1,000 USMA graduates and 200 OCS graduates received commissions in the active Army. An additional 1,100 ROTC graduates were commissioned and assigned to the Army National Guard and Army Reserve.

Equally important are the development and retention of high-quality noncommissioned officers (NCOs). In addition to operational experiences, NCOs are developed through a disciplined NCO Education System which teaches leadership and technical skills appropriate for each NCO level.

## TRAINING

A quality force requires quality training at every level. U.S. Army Training and Doctrine Command (TRADOC) is responsible for the operation of the extensive Army school system that provides military specialty training and professional military education.

Reserve component (Army Reserve and Army National Guard) schools make up a major part of the system. They provide training for Reservists and Guardsmen who cannot attend active Army schools. The RC also provides designated special courses and training for all Army personnel. In addition, the Army National Guard conducts its own Officer Candidate School and other skill training courses.

The Army is in the process of establishing a Total Army School System (TASS) with integrated Army, Army Reserve and Army National Guard schools. This should be implemented by calendar year 1998.

Generally, Army training can be categorized as follows:

➤ Institutional Training

- Initial Entry Training (Basic Combat for all soldiers, followed by Advanced Individual Training in a unit or at an Army branch school); Noncommissioned Officer Education System (NCOES), which includes the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy;
- Officer Training consisting of the Basic and Advanced Courses at an Army branch school, followed by midlevel schooling at the Command and General Staff College or the Armed Forces Staff College; and senior-level schooling at the Army War College or National Defense University.

➤ Unit Tactical Training

Unit tactical training is designed to prepare units for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates combat training centers that provide realistic training in a combat-like environment. The three combat training centers-the National Training Center at Fort Irwin, CA; the Joint Readiness Training Center at Fort Polk, LA; and the Combat Maneuver Training Center at Hohenfels, Germany- offer the opportunity to apply unit mission skills against a well-trained opposing force.

## MODERNIZATION

Modernization connotes future changes and improvements in force capabilities, to include doctrine, structure and tools of the trade, i.e., weapons and equipment - all focused on providing superiority over a real or assumed threat. This is driven by the melding of several important factors - primarily the threat, the state of technology, doctrine, and the intellectual concept of how best to exploit future capabilities.

The Army's long-term modernization requirements are being developed and defined for the 21st century through a process of exercises and experiments known as Force XXI. It will capitalize on using information-age technology and will be facilitated by the use of battle laboratories and warfighting experiments to test, evaluate and synchronize for future combat. Digitization and horizontal integration of all systems are key goals and are part of overall Force XXI development plans.

The current Army modernization program seeks first to improve or upgrade existing systems, when cost effective, and then focus on new procurement needed to replace technologically obsolete assets. The overall approach is summarized as follows:

- selective improvement/upgrade;
- maximum horizontal technology integration;
- investment in programs that reduce operation and support costs; and
- when necessary, development and procurement of new systems.

The objective is to obtain and keep technological superiority.

Recapitalization of weapons and equipment is a big challenge for the Army because of major budget reductions since the end of the Cold War. The Army's procurement budgets declined almost 60 percent in real terms between FY 1988 and FY 1996 (from \$18.7 billion in FY 1988 to \$7.7 billion in FY 1996 in FY 1997 dollars). As a result, more than 60 major Army modernization projects previously programmed were either cancelled or stretched out. This is a major area of concern for the Army if it is to maintain a clear technological superiority into the next century.

## DEPLOYMENT AND SUSTAINMENT

For the Army to fulfill its role in support of national security strategy, it must be able to move forces to where they are needed, when they are needed, and it must have the means to sustain and support those forces for as long as they are deployed. The key factors in deploying and sustaining Army ground forces are:

- a ready, well-trained force;
- available reserve component forces and a capable civilian workforce;
- sufficient airlift and sealift;
- war reserve stocks;
- prepositioned materiel afloat; and
- an adequate industrial base.

The Army must have adequate airlift and sealift to provide the strategic mobility it needs to meet force projection requirements. The Army's goal is to be able to put the lead brigade of a contingency force on the ground in an operational area in four days; a division in 12 days; two armored or mechanized divisions in 30 days; and a five-division corps within 75 days.

## LOGISTICS

Logistics encompasses the materiel and services needed to sustain the conduct of military operations. Materiel includes organizational items (i.e., unit equipment, ammunition, spare parts, fuel and lubricants) and individual items, such as food, water, clothing and personal equipment. Services include maintenance and repair of equipment, transportation of people and supplies, medical treatment and evacuation, construction, and provision of individual services such as mail delivery and sanitation facilities.

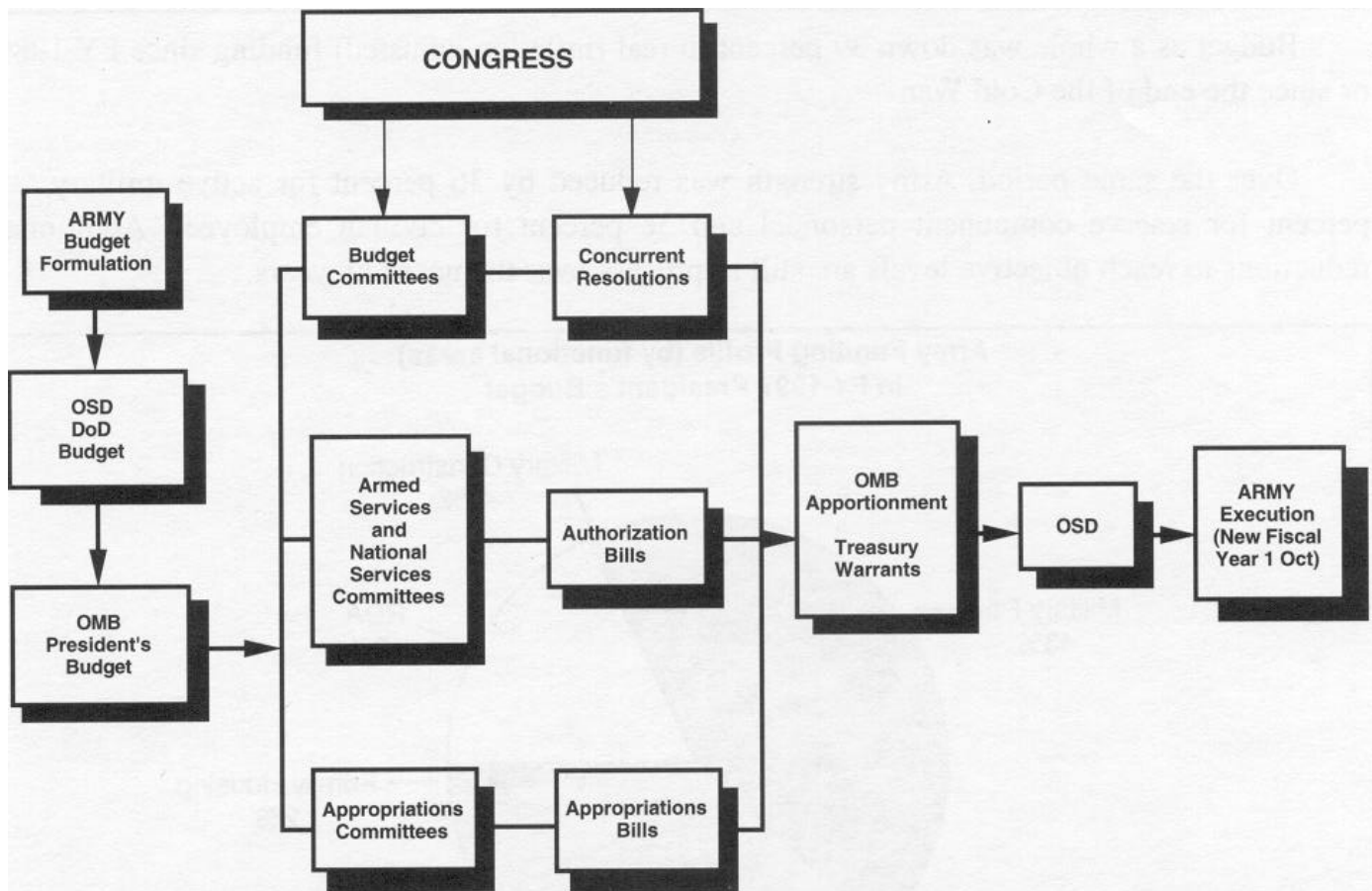
The Army Materiel Command (AMC) is responsible - for the operation of the logistical structure that supports the operational forces of the Army. The structure consists of arsenals, laboratories, supply and maintenance depots, and ammunition plants that:

- provide supply, maintenance, transportation and services during peacetime operations and expanded support during emergencies or wartime; and
- support continued research and development to modernize the Army and to develop and acquire the weapons and equipment necessary to maintain operational capability.

## Section V The Army Budget

### THE BUDGET PROCESS

The size of the Army, what the Army does and what the Army buys depends on authorization and funding which comes from Congress. A schematic of the Executive and congressional budget process is shown below:



## ARMY BUDGET TRENDS

### Army Budget Trends FY 1989 to FY 1997

(\$ billions - Total Obligational Authority)

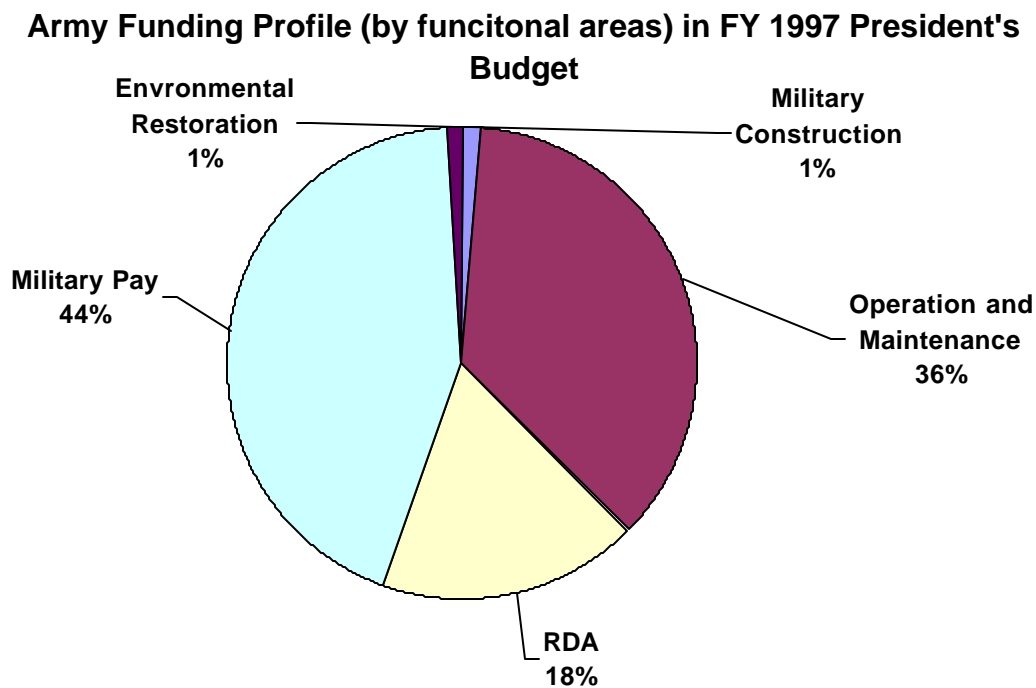
	FY89	FY90	FY91*	FY92	FY93	FY94	FY95	FY96	FY97**
<b>Constant FY97 \$</b>	97.9	95.9	107.3	84.8	73.3	67.8	67.1	64.6	60.1
<b>Current or then year dollars</b>	78.6	79.1	92.5	74.7	66.7	62.1	64.0	63.1	60.1

\*Operation Desert Storm

\*\*This reflects the President's Budget as initially submitted. The FY 1997 Appropriation Bills provided the Army \$2.5 billion more than requested in the President's Budget, but at press time had not yet been fully released for Army use. Some of this is expected to be applied by reprogramming action to cover contingency costs in Bosnia.

Budget as a whole was down 39 percent in real (inflation-adjusted) funding since FY 1989 or since the end of the Cold War. Over the same period, Army strength was reduced by 36 percent for active military, 25 percent for reserve component personnel and 38 percent for civilian employees. Additional reductions to reach objective levels are still in process over the next few years.

Army Funding Profile (by functional areas) in FY 1997 President's Budget



Numbers may not add due to rounding.



## **Section VI**

# **The Army In Transition**

### **A NEW SECURITY ENVIRONMENT**

The world security environment has changed significantly with the:

- breakup of the Warsaw Pact;
- dissolution of the Soviet Union;
- rise in historic ethnic disagreements; )I- emergence of new economic powers;
- major force reductions and new orientations in NATO;
- U.S. fiscal constraints/defense budget reductions; and
- availability of advanced military technology to many Third World countries.

Our current National Military Strategy was developed to deal with the security requirements of the post-Cold War world. The strategy includes the following objectives for the armed forces:

)0- deter the use of nuclear and other weapons of mass destruction; )0- deter and defeat major aggression in regions important to the United States;  
)0- be capable of fighting and winning two major regional conflicts nearly simultaneously; ),- prepare forces to participate in multilateral peace enforcement and unilateral intervention operations.

An inherent part of the strategy is the military success criterion, which requires U.S. forces to apply decisive force to win swiftly with minimum casualties.

### **ARMY STRATEGIC ROLES**

The Army is a full-spectrum force; its roles are to provide:

- a rapidly deployable force capable of deterring aggression and fighting worldwide;
- combat-ready ground forces for crisis response, sustained land combat and other immediate requirements;
- forward presence forces strategically positioned to support friendly nations through peacekeeping, security assistance and army-to-army initiatives;
- active and reserve component forces capable of rapid expansion to meet a myriad of contingencies;
- forces for disaster relief and emergency assistance and to aid in interdiction of illicit drug traffic.

## THE CHANGING ARMY

The Army has undergone some of its most dramatic changes in more than a half-century. The Army's focus has changed from fighting a major European war to ensuring the capability to protect vital U.S. national interests in worldwide contingencies. It has changed from a forward- stationed Army to a power-projection Army, and it is a much smaller Army. In fact, it is the smallest force since just prior to World War H. Since 1989, the Army has reduced its active forces by 275,000; reduced the Army National Guard by 84,000; reduced the Army Reserve by 89,000; reduced the civilian workforce by 135,000; cut active force structure by eight divisions and Army National Guard force structure by two divisions; and reduced the size of the force in Europe to approximately 65,000 soldiers.

## REDUCTION OF COMBAT FORCES IN EUROPE

### **1989**

2 Corps  
4 Divisions  
2 Armored Cavalry Regiments  
147 Combat Battalions

### **1996**

1 Corps  
2 Divisions  
37 Combat Battalions

## BASE REALIGNMENTS AND CLOSURES

The Defense Base Closure and Realignment Commission (BRAC) was first established in 1988 as an independent commission to review the recommendations of the Secretary of Defense for the closure or realignment of military installations in the United States. There were four separate commissions - 1988, 1991, 1993 and 1995. The final approved recommendations included closing 112 and realigning 78 Army installations in CONUS. In addition, the Army will close 662 overseas bases. As of the end of FY 1996, base closures were 97 percent complete in Europe and 86 percent complete in Korea.

FY 1997 marks the cross-over year when the savings from base closures and realignments should exceed the costs required to close bases.

Even with BRAC 95, however, there remains more infrastructure overall than is justified by total force structure. Effort will be needed in the future to look for additional consolidations, but will require new authorization by Congress. A new BRAC is probably several years away.

## **Force XXI: The Army of the Future**

Though much smaller than the Army of the 1980s, the Army of the 1990s and the 21st century will capitalize on the potential of technology to improve its capabilities in critical areas such as information management, weapon lethality, battlefield mobility and protection of the individual soldier. The Army is in the process of upgrading intelligence, maneuver, fire support, sustainment, and command and control capabilities with advanced technologies which will enable Army forces to observe, decide and act faster and more precisely than ever before. Force XXI integrates emerging technologies, new doctrine, force organization and quality soldiers to produce a versatile Army capable of dominating future battlefields.

In operations other than war, the versatility of the Army makes it uniquely qualified to support national and international interests. The Army can move quickly and with substantial capabilities to directly assist local, state and national authorities in the event of civil disturbances and national disasters by providing medical support and feeding facilities, assisting local governments in cleanup and repairs, and providing security.

The Army will continue to support America's friends and allies with security and humanitarian assistance and to protect American citizens and interests through forward presence and crisis response.

The Army of the future will continue to provide the United States with the finest land force in the world, capable of winning on the battlefield, and with the versatility to apply its organizational skills and operational capabilities in support of a wide range of operations. The Army must remain a trained and ready force, capable of decisive victory.

**The Fundamental Purpose of the  
Army— to fight and win the nation's  
wars —remains the same**

## **APPENDIX A**

### **ARMY STAFF POSITIONS**

#### **Division-level\***

G-1 - Personnel

G-2 - Intelligence G-3 - Operations G-4 - Supply

G-5 - Civil Affairs

G-6 - Communications

#### **Battalion/Brigade-level**

S- I - Personnel

S-2 - Intelligence S-3 - Operations S-4 - Logistics

S-5 - Civil Affairs

S-6 - Communications

\*In a joint environment (involving more than one service, e.g., a unified command), these positions are designated J- I through J-6.

## **APPENDIX B**

### **ARMY COMBAT ORGANIZATION**

Army organizations are inherently built around people and the tasks they must perform. Major combat organizations are composed of smaller groups of forces as shown here.

#### **SQUAD**

- Leader is a staff sergeant
- Smallest unit in Army organization
- Size varies depending on type:
  - Infantry (9 men)
  - Armor (4 men)
  - Engineer (10 men)
- 3 or 4 squads make up a platoon

#### **PLATOON**

- Leader is a lieutenant
- Size varies:
  - Infantry (40 men)
  - Armor (4 tanks, 16 men)
- 3 or 4 platoons make up a company

#### **COMPANY**

- Commander is a captain
- Usually 150-220 men
- Artillery unit of this size is called a battery
- Armored Cavalry or Air Cavalry unit is called a troop
- Basic tactical element of the maneuver battalion or cavalry squadron
- Normally 5 companies make up a battalion

#### **BATTALION**

- Commanded by a lieutenant colonel
- Tactically and administratively self-sufficient
- Armored Cavalry and Air Cavalry equivalents called squadrons
- 2 or more combat battalions make up a brigade

#### **BRIGADE**

- Commanded by a colonel
- May be employed on independent or semi-independent operations
- Combat, combat support or service support elements may be attached to perform specific missions
- Normally 3 combat brigades are in a division

#### **DIVISION**

- Commanded by a major general
- Fully structured division has own brigade-size artillery, aviation, engineer, combat support and service elements
- 2 or more divisions make up a corps commanded by a lieutenant general

## **Appendix C**

### **U.S. Army Installations by Congressional District**

#### **ALABAMA**

Redstone Arsenal, Huntsville (5) Fort Rucker, Ozark (2)  
Fort Benning GA, Phenix City (3)

#### **ALASKA**

Fort Greely, Delta Junction (AL) Fort Richardson, Anchorage (AL) Fort Wainwright, Fairbanks (AL)

#### **ARIZONA**

Fort Huachuca, Sierra Vista (5)  
Yuma Proving Ground, Yuma (2)

#### **CALIFORNIA**

Fort Hunter Liggett, Monterey (17) Fort Irwin, San Bernadino (40) Presidio, Monterey (17)  
Sierra Army Depot, Herlong (2)

#### **COLORADO**

Fort Carson, Colorado Springs (5)

#### **GEORGIA**

Fort Benning, Columbus (2) and Phenix City AL (3) Fort Gillem, Atlanta (3)  
Fort Gordon, Augusta (10) (11)  
Hunter Army Airfield, Savannah (1) Fort McPherson, Atlanta (5) Fort Stewart, Hinesville (1)

#### **HAWAII**

Schofield Barracks, Honolulu (2) Fort Shafter, Honolulu (1)  
Tripler Army Hospital, Honolulu (1)

#### **KANSAS**

Fort Leavenworth, Leavenworth (2) Fort Riley, Junction City (2)

#### **KENTUCKY**

Fort Campbell, Hopkinsville (1) and Clarksville TN (7) (9) Fort Knox, Louisville (2)

#### **LOUISIANA**

Fort Polk, Leesville (7)

#### **MARYLAND**

Aberdeen Proving Ground, Aberdeen (2) Fort Detrick, Frederick (6)  
Edgewood Arsenal, Aberdeen (2) Fort George G. Meade, Laurel (5)

#### **MISSOURI**

Fort Leonard Wood, Rolla (4)

#### **NEW JERSEY**

Fort Dix, Wrightstown (3)  
Fort Monmouth, Redbank (I 2) Picatinny Arsenal (II)

#### **NEW MEXICO**

White Sands Missile Range, Las Cruces (2)

#### **NEWYORK**

Fort Drum, Watertown (24) Fort Hamilton, Brooklyn (9)  
U.S. Military Academy, West Point (19)

#### **NORTH CAROLINA**

Fort Bragg, Fayetteville (8)

#### **OKLAHOMA**

Fort Sill, Lawton (4)

**PENNSYLVANIA**

Carlisle Barracks, Carlisle (19)  
New Cumberland Army Depot, Harrisburg (19)

**SOUTH CAROLINA**

Fort Jackson, Columbia (2)

**TENNESSEE**

Fort Campbell KY, Clarksville (7) (9)

**TEXAS**

Fort Bliss, El Paso (16) Fort Hood, Killeen (II)  
Fort Sam Houston, San Antonio (20)

**VIRGINIA**

Fort A.P. Hill, Bowling Green (1) Fort Belvoir, Fairfax County (8) Fort Eustis, Newport News (3) Fort Lee, Petersburg (4)  
Fort Monroe, Hampton (1) Pentagon, Arlington (8) Fort Myer, Arlington (8)  
Fort Story, Virginia Beach (2)

**WASHINGTON**

Fort Lewis, Tacoma (9) (6)

**DISTRICT OF COLUMBIA**

Fort Lesley J. McNair, Washington DC (AL)  
Walter Reed Army Medical Center, Washington DC (AL)

**NOTE:** Number in parentheses indicates congressional districts) where installation is located and (AL) indicates At Large congressional district. Installations scheduled for closure by BRAC are not included.



## **APPENDIX D**

### **ARMY DEMOGRAPHICS**

**(FY 1996)**

#### **ACTIVE ARMY**

Officers - 80,628

Enlisted Soldiers - 406,502 USMA Cadets - 3,908

Women make up approximately 13.5 percent of active Army strength.

**ARMY NATIONAL GUARD** Officers - 41,834 Enlisted - 328,142

**ARMY RESERVE, (Ready Reserve) Officers - 105,761 Enlisted - 438,679**

**WHERE SOLDIERS ARE STATIONED** CONUS and U.S. Territories - 393,536 Europe - 64,853

East Asia & Pacific - 29,409

Africa, Near East & Southwest Asia - 3,363 Sub-Saharan Africa - 52

Central & South America - 8,388

**ARMY FAMILIES** Percentage of officers who are married - 78% Percentage of enlisted who are married - 63%

**ARMY RETIREES** - 629,000